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THE STRUCTURE AND FORMAT OF BUDGET DOCUMENTS: CRITERIA FOR CORE VS. PROJECT POSTS

SUMMARY

The present report is the Executive Director's response to Executive Board decision 1991/30, on the review of budget formats (E/ICEF/1991/15), which requested clarification of the criteria used to determine whether posts should be core or project, particularly at headquarters. Accordingly, the document reviews the historical development of the use of core and project posts at UNICEF and the development of policies to determine appropriate funding sources for project posts.

The document has been reviewed by a Reference Group on nine Executive Board members appointed by the Bureau and has been submitted to the Advisory Committee on Administrative and Budgetary Questions for its review and recommendations, which are presented in document E/ICEF/1992/AB/L.18.

The formal decision to be made on the basis of the present document at the 1992 session is the approval of the proposed criteria. The approved criteria will then be applied to all existing posts. The analysis, including proposals for conversions of core posts to project posts and project posts to core posts, if any, will be presented to the Executive Board for review and approval, together with the administrative and programme support budget (E/ICEF/1992/AB/L.14) and the global funds programme budgets (E/ICEF/1992/AB/L.1) at its 1993 session.

The recommendations by the Executive Director are contained in chapter III, paragraphs 48-50.

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I. BACKGROUND AND HISTORICAL DEVELOPMENTS

1. From the inception of UNICEF until the late 1970s, all posts at country offices and at headquarters were core posts. Information on the number and categories of core posts and staff costs was included in the administrative and programme support budget. All core posts were approved by the Executive Board and financed from "core funds", i.e. general resources.

2. As the nature of UNICEF cooperation evolved over the years, the need to provide technical support for planning programmes for children and women based on needs, for implementing and monitoring programmes, and for advocacy for the well-being of children and women in national development plans was increasingly recognized in the late 1970s and early 1980s. In response to the need, new "project posts" were established at country offices and were financed from the respective country programme budgets with two main funding sources, i.e. general resources and supplementary funds. "The Executive Board, at its 1981 session (E/ICEF/AB/L.230/Rev.1) expressed general support for making wider use of project personnel in the field, rather than establishing core posts, even if a function was expected to continue for more than five years" (UNICEF Policies and Procedures Manual, CF/DFM/1990/07).

3. Project posts, established as part of country programmes, have been included in country programme recommendations. According to UNICEF policies and procedures, any requests to establish, abolish or reclassify project posts must be approved by the Budget Planning and Review Committee at headquarters, which is chaired by the Deputy Executive Director, Operations. Such posts are approved on the basis of justification for posts as part of programme needs and availability of general resources or supplementary funds for specific projects.

4. As part of the evolutionary process, with an increasing emphasis on decentralization and the country programming approach, the Executive Director, at the 1983 Board session, proposed a substantial redeployment of core posts from headquarters to the field, particularly to strengthen country offices in West and Central Africa and regional offices at Beirut, Santa Fe de Bogota and Nairobi. This proposal was combined with a request for the conversion of core posts to project posts at headquarters. As a result, the number of core posts at headquarters was reduced from 603 in 1983 to 569 in 1984, with the number of project posts increasing from 12 to 20 in the same period. In the country offices, on the other hand, the number of core posts increased from 1,335 in 1983 to 1,504 in 1984. At the same time, the number of project posts in country offices increased from 1,176 to 1,360.

5. A number of project posts also had to be stationed at headquarters locations to assist in the planning, direction and coordination of large programmes funded from supplementary funds such as the UNICEF/World Health Organization (WHO) Joint Nutrition Support Programme, with a budget of $85 million, or the essential drugs programme, with a budget of $30 million. It should be noted that a similar evolution occurred at other United Nations

agencies. As part of the evolutionary process, the category of project personnel was established throughout the United Nations common system.

6. As indicated in the document on global funds (E/ICEF/1992/L.10), the Interregional Fund for Programme Preparation, Promotion and Evaluation (IFPPE) was used to establish project posts at headquarters and regional offices in order to provide technical support to country offices to formulate innovative programme strategies, programme development, monitoring and evaluation; to promote awareness of children's and women's issues and needs at interregional and international levels; and to support institutional collaboration, networking and experience exchange. Project posts were also established as part of special-purpose global funds such as the Infant Mortality Reduction Reserve (which was later renamed the Under-five Mortality Reduction Reserve and, in 1991, further broadened to the Mortality Reduction Reserve), the Bamako Initiative, the Basic Education Reserve, etc.

7. By 1984, staffing at headquarters in each of the main programme areas such as health, nutrition, water supply, education/women and urban basic services usually consisted of only one core post, supported by project posts, charged to global funds.

8. Over the years, many policy refinements for the expanded utilization of project posts have been proposed for consideration and approval by the Executive Board. The Board and the secretariat have taken the view that technical assistance to projects should be charged to the respective programme budgets at field and headquarters levels as opposed to the administrative and programme support budget. Some examples of these policy developments are as follows:

(a) The posts outposted from the country offices in the capital cities to provincial or district levels were seen as integral parts of the country programmes. As such, the Board decided in 1983 that these posts would be project-funded and not funded from the administrative and programme support budget;

(b) Advisory posts at regional offices were also seen as an important mechanism for programme support to country offices in order to provide greater flexibility for the regional offices to meet the changing needs of each region. The regional advisory posts were charged to IFPPE global funds as opposed to the administrative and programme support budget following the Board decision at its 1989 session.

9. An analysis of the 6 per cent recovery on supplementary funds indicates that the Executive Director submitted a comprehensive report on supplementary funding in 1986 (E/ICEF/1986/L.2). The Executive Board subsequently defined the nature of overhead costs more precisely and decided that the costs of the posts at headquarters locations that perform core functions, but are related to programmes and the administration of supplementary funds, should be defined as project posts and should be charged to supplementary-funded projects. The recovery charge for supplementary funds was approved in 1987 at 6 per cent.

10. Consequently, attempts were made to identify headquarters functions related to supplementary funds in the areas of programme funding, programme field services, personnel, administration, accounting, finance and supply, and to concentrate them in specific posts to be classified, proposed and approved as project posts. The ratio of supplementary-funded expenditures to total expenditures has been used as the basis for approving project posts to be financed from the 6 per cent recovery in the Division of Financial Management, the Programme Funding Office and the Office of Information Resources Management; the ratio of supplementary-funded posts to total posts has been used as the basis for approving project posts financed from this funding source in the Division of Personnel; and the ratio of procurement activities from general resources, supplementary funds and procurement services has been used as the basis for approving core and project posts from this funding source and extrabudgetary posts in the Supply Division (see para. 12 below).

11. At its 1991 session, the Executive Board requested the Executive Director to review the criteria for project posts to be financed from the 6 per cent surcharge from supplementary funding (E/ICEF/1991/15, decision 1991/29 on budget expenditure estimates for the biennium 1992-1993). This review has been undertaken by the secretariat for reporting to the Executive Board at the present session.

12. Since the mid-1980s, an increasing level of interest has also been noted among Governments and NGOs working in developing countries in the quality and reliability of supplies provided by and through the UNICEF Supply Division. This has accounted for a significant expansion of procurement services provided by the Supply Division at Copenhagen which, in turn, has led to additional staffing. The posts funded by procurement services income and special accounts are referred to as "extrabudgetary posts".

13. The 1986 report to the Executive Board on staffing and human resource management (E/ICEF/1986/AB/L.8) included the category of staff charged to "extrabudgetary posts".

14. This category of project posts is described as follows in the UNICEF Policies and Procedures Manual (CF/DFM/1990/07, dated 16 March 1990).

> "Extra budgetary posts refer to posts which are neither funded by the UNICEF budget estimates nor by UNICEF programme/project budgets. These posts are funded by other special sources such as income generated from reimbursable procurement activities and by income provided to UNICEF under funds-in-trust arrangements. As is the case with all posts, the establishment and abolishment of extrabudgetary posts must be approved by the Budget Planning and Review Committee."

15. In 1990, the Budget Planning and Review Committee conducted an extensive review of all offices at headquarters and in the field in consultation with a number of headquarters, regional and country office staff. "The purpose of these discussions was to assess the operational capacity of UNICEF field offices in the light of demands being placed upon the organization in

anticipation of the broad-based support for the programme goals and strategies for the 1990s ..." (E/ICEF/1991/AB/L.1, para. 31). This review indicated that a number of the newly established offices, particularly in Africa, did not possess adequate core staffing to cover the basic UNICEF functions of overall management, programme, operations and external relations.

16. In an attempt at greater equity and basic core staffing at the country office level, the Budget Planning and Review Committee used programme throughput as a standard measure and applied it to determine the number of minimum core Professional posts - international or national - in large, medium to small country offices and sub-offices as follows:

	Large office a/	Medium to small office	Sub-office b/
UNICEF representative	1	1	1 c/
Programme coordinator/ officer	2	1	1 d/
Operations officer	1	1	0 d/
Information/ communications officer	1	1	0
Total	5	4	2

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a/ A larger office with throughput exceeding $15 million per year could have six Professional core posts instead of five.

b/ A sub-office is a small office in a smaller country programme with a programme budget of $750,000 per year with an assistant representative (such as Papua New Guinea) who reports to a representative of an area office located in another country (the Manila Area Office). A district or zonal office, on the other hand, is outposted in a district or a province, and the responsible officer reports to the country office located in the capital of that country.

c/ Assistant representative.

d/ One programme or operations officer.

17. As part of this exercise, 66 core posts from country and regional offices in Asia (the East Asia and the Pacific Regional Office and the South Asia Regional Office) were converted or reduced, and 71 core posts were added to country and regional offices in Africa, Latin America and the Caribbean and the Middle East and North Africa, resulting in a total of 5 additional core posts in the field ("Revised budget estimates for the biennium 1990-1991 and budget estimates for the biennium 1992-1993" (E/ICEF/1991/AB/L.1 and Add.1).

18. The implications of the types of posts for the incumbent staff members are stated in the UNICEF Policies and Procedures Manual (CF/DFM/1990/07) as follows:

> "... the conditions of service for project personnel are virtually identical to those of core personnel as regards remuneration, pension benefits, leave entitlements, etc. The primary distinction between the two categories is that project personnel do not have the opportunity for permanent United Nations employment."

19. The posts performing representation/management, programme, operations and external relations are the core, backbone functions of the organization. Upon completion of five years of service, depending on a performance evaluation, the incumbents of core posts are eligible for a career appointment with the organization in accordance with United Nations common system staff rules and regulations.

20. Project posts, on the other hand, have specific time-limits based on programme or management needs and on the availability of funding, and the situation varies from one project post to another. It is possible, for example, for incumbents of project posts in basic programme areas such as health or water supply/sanitation to receive five-year contracts depending on programme needs and the availability of general resources budget in a country office. Employment contracts for other project personnel are normally issued for two years at a time and renewed for an additional two years, although one-year contracts are possible in the case of reimbursable procurement or supplementary funds.

21. The mechanism of project posts, therefore, provides a degree of flexibility for UNICEF to establish and/or abolish posts depending on programme needs and the availability of general resources from country programme funds or global funds, and supplementary funds as well as extrabudgetary income.

22. An example of this can be cited as follows. At the beginning of 1991, there were 2,800 posts in all categories of project posts at headquarters and in the field. Of these, approximately 225 posts were abolished in 1991 (109 international Professional, 38 national officers and 78 General Service), 756 posts were established or converted (209 international Professional, 155 national officers and 392 General Service) and 71 existing posts were extended (18 international Professional, 11 national officers and 42 General Service), thereby bringing the total, at the end of 1991, to 3,402.

23. The Executive Board approves all core posts at headquarters and in the field, and all project posts funded from general resources and 6 per cent recovery at headquarters locations on a post-by-post basis. Project posts at UNICEF field offices are approved by the Budget Planning and Review Committee at headquarters based on programme needs and the availability of project funds. A forecast of anticipated project personnel is provided in the documentation related to country programme recommendations.

24. In summary, project posts financed from different funding sources have been used in the following instances:

(a) To perform technical functions related to a particular project, e.g., master drillers assisting in the use of well-drilling equipment and programme communication officers;

(b) To assist in handling an increased volume of work in a country, such as during a period of relief and rehabilitation or severe financial difficulties affecting social services;

(c) To assist in the implementation of supplementary-funded projects financed from specific-purpose contributions;

(d) To introduce innovative technologies or experiments in projects or in country programmes, or as part of global funds programmes at headquarters/regional offices;

(e) To perform technical support or planning, monitoring, advisory functions in provincial or district offices closer to programme implementation at the community level.

25. As a cumulative result of the developments outlined above, the number of core posts at headquarters was reduced from 603 in 1983 to 547 in 1986, and increased to 560 by 1992. The number of project posts at headquarters increased from 12 in 1983 to 77 in 1986, and to 335 in 1992. This increase was noted in project posts funded by general resources in the global programme budget from 12 in 1983 to 56 in 1986, and to 139 in 1992, and in project posts funded by income from procurement services from 21 in 1986 to 54 in 1992. Three new types of project posts, i.e., posts charged directly to supplementary funding, posts funded by the 6 per cent recovery and posts funded by special accounts (funds-in-trust) were noted in 1992.

26. The number of core posts in the field, i.e., country and regional offices, increased from 1,335 in 1983 to 1,652 in 1986 and was reduced to 1,539 by 1992. The number of project posts in the field increased from 1,176 in 1983 to 1,624 in 1986, and to 3,067 in 1992. It should be noted that 1992 data on project posts can be identified by funding sources, while that is not possible for 1983 or 1986.

27. In order to review trends over a 10-year period, the years 1983 and 1986 were used based on the major changes noted in these two years. In 1983, for example, the Executive Board included decisions for a substantial redeployment of core posts from headquarters to the field and the conversion of core posts to project posts at headquarters (see para. 4 above). The year 1986 involved major changes such as the definition of overhead costs, the use of the 6 per cent recovery from supplementary funds for project posts and extrabudgetary posts (see paras. 9-14 above).

28. Staffing trends at headquarters and in the field by the type of posts, i.e., core and project, for 1983, 1986 and 1992 are shown in table 1 below.

TABLE 1. Various types of posts by funding source at headquarters and in the field

	1983	1986	1992
HEADQUARTERS			
Core posts a/			
Charged to administrative and programme support budget	603	547	560
Project posts b/			
Charged directly to supplementary funding			40
Funded by general resources in global programme budgets	12	56	139
Funded by the 6 per cent recovery			99
Funded by income from procurement services		21	54
Funded by special accounts (funds-in-trust)			3
Subtotal, Project posts	12	77	335
Subtotal, Headquarters	615	624	895
FIELD			
Core posts a/			
Charged to administrative and programme support budget	1,335	1,652	1,539
Project posts b/			
Funded by general resources in country programmes			1,970
Funded by supplementary funds in country programmes			1,033
Funded by general resources in global programme budgets			63
Funded by income from procurement services			1
Subtotal, Project posts	1,176	1,624	3,067
Subtotal, Field	2,511	3,276	4,606
Total core posts	1,938	2,199	2,099
Total project posts	1,188	1,701	3,402
GRAND TOTAL	[illegible]	[illegible]	[illegible]

a/ Based on Executive Board-approved core posts for the 1992-1993 biennium.

b/ Based on project post totals from 12 December 1991 summaries.

29. Table 2 below provides data on core and project posts for the same years (1983, 1986 and 1992), including variances in terms of numbers and percentages between 1983 and 1986, and between 1986 and 1992. Figures I, II, and III below present the same data separately for core posts and project posts at headquarters and in the field, and for the combined total of posts at headquarters and in the field.

30. Data on headquarters posts for 1983 and 1986 indicate a reduction of 56 core posts and an addition of 13 core posts between 1986 and 1992. For the field, the number of core posts increased by 317 between 1983 and 1986, which was reduced by 113 between 1986 and 1992.

31. The total number of project posts increased by 513 between 1983 and 1986, and a considerable growth of 1,701 project posts was noted between 1986 and 1992. Between 1983 and 1986, project posts were increased by 65 at headquarters and 448 in the field. Higher rates of growth of project posts were noted between 1986 and 1992, with 258 additional project posts at headquarters and 1,443 posts in the field.

TABLE 2. Growth in posts at headquarters and field locations

	1983	1986	1992	Variance 1986 vs. 1983		Variance 1992 vs. 1986	
				Amount	%	Amount	%
CORE POSTS							
Headquarters	603	547	560	(56)	(9.3)	13	2.4
Field	1,335	1,652	1,539	317	23.7	(113)	(6.8)
Total, Core posts	1,938	2,199	2,099	261	13.5	(100)	(4.5)
PROJECT POSTS							
Headquarters	12	77	335	65	541.7	258	335.1
Field	1,176	1,624	3,067	448	38.1	1,443	88.9
Total, Project posts	1,188	1,701	3,402	513	43.2	1,701	100.0
TOTAL POSTS	3,126	3,900	5,501	774	24.8	1,601	41.1
Headquarters	615	624	895	9	1.5	271	43.4
Field	2,511	3,276	4,606	765	30.5	1,330	40.6

FIGURE I. Growth in core posts: headquarters vs. field

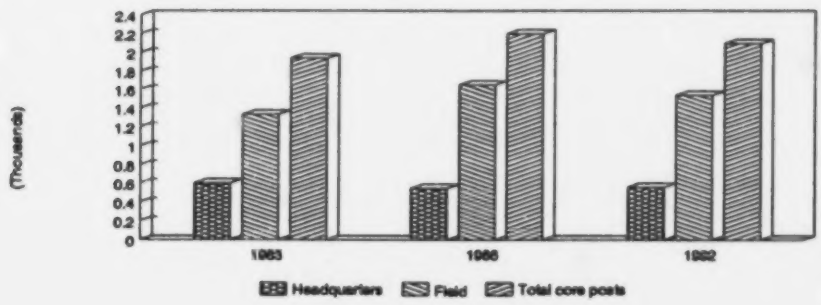


FIGURE II. Growth in project posts: headquarters vs. field

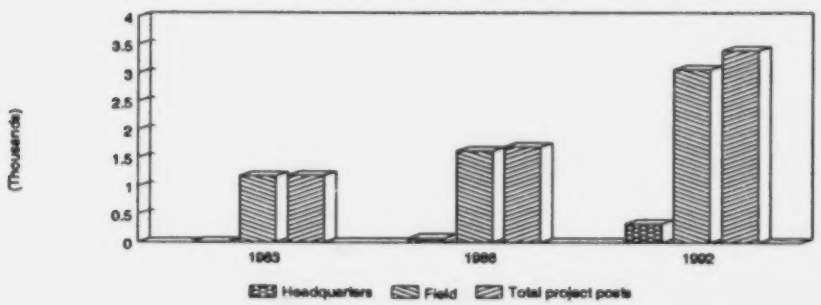
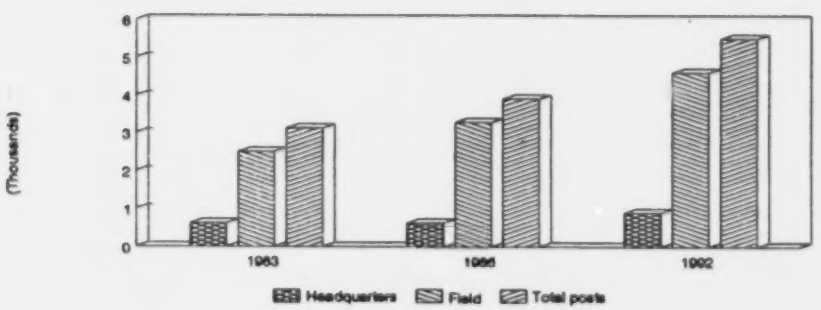


FIGURE III. Growth in total posts: headquarters vs. field



32. Table 3 below reflects the distribution of core and project posts between headquarters and the field for the years 1983, 1986 and 1992. It indicates that the proportion of core posts at headquarters was reduced from 31 per cent in 1983 to 25 per cent in 1986, and increased to approximately 27 per cent by 1992. On the other hand, the proportion of project posts increased from 1 per cent in 1983 to 4.5 per cent in 1986, and to 9.8 per cent in 1992. The combined total of core and project posts indicates a reduction from close to 20 per cent in 1983 to 16 per cent in 1986, which has been maintained at that level by 1992.

33. The percentage distribution of core posts, project posts and combined total posts is shown in figures IV, V and VI below.

TABLE 3. Percentage distribution of posts at headquarters and field locations

	1983	% Distribution	1986	% Distribution	1992	% Distribution
CORE POSTS						
Headquarters	603	31.1	547	24.9	560	26.7
Field	1,335	68.9	1,652	75.1	1,539	73.3
Total, Core posts	1,938	100.0	2,199	100.0	2,099	100.0
PROJECT POSTS						
Headquarters	12	1.0	77	4.5	335	9.8
Field	1,176	99.0	1,624	95.5	3,067	90.2
Total, Project posts	1,188	100.0	1,701	100.0	3,402	100.0
TOTAL POSTS	3,126	100.0	3,900	100.0	5,501	100.0
Headquarters	615	19.7	624	16.0	895	16.3
Field	2,511	80.3	3,276	84.0	4,606	83.7

FIGURE IV. Percentage distribution of core posts: headquarters vs. field

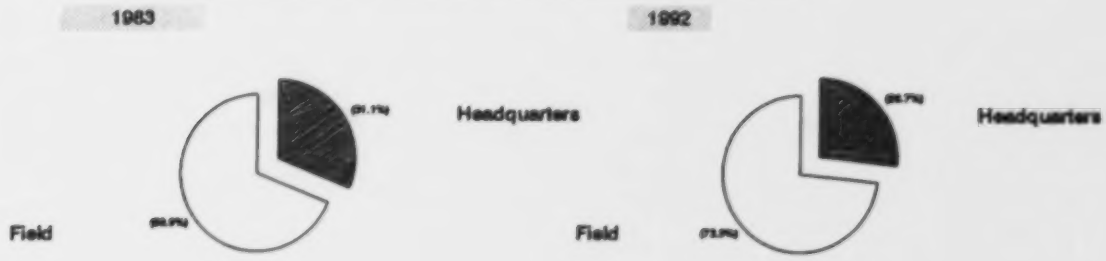


FIGURE V. Percentage distribution of project posts: headquarters vs. field

FIGURE VI. Percentage distribution of total posts: headquarters vs. field

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34. The overhead ratio is the percentage of the costs related to overall policy, external relations and general administration functions of the organization to total net expenditure (total programme expenditure plus total net administrative and programme support budget). This formula was recommended in 1981 by the Joint Inspection Unit, with slight refinements over the years with the guidance of the Advisory Committee on Administrative and Budgetary Questions.

35. Based on Executive Board-approved appropriations, it is noted that the overhead ratio for the revised budget for the 1990-1991 biennium is 8.99 per cent, and 10.09 per cent for the proposed biennium 1992-1993 (E/ICEF/1991/15). (See table 4 and figure VII below for the overhead ratio of the organization for the years 1982 to 1993.)

36. The administrative budget ratio is the percentage of the net administrative and programme support budget to total net expenditure (total programme expenditure plus total net administrative and programme support budget). (See table 5 and figure VIII below for the administrative budget ratio of the organization for the years 1982 to 1993.)

TABLE 4. Overhead ratio, 1982–1993

In millions of United States dollars	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Net administrative budget	31.0	36.2	35.0	37.8	42.4	42.4	48.4	57.4	65.1	75.5	92.9	94.7
Total net expenditure	277.5	321.5	327.7	369.3	432.2	476.3	506.6	627.3	728.0	831.6	896.1	931.9
Overhead ratio (%)	11.2	11.3	10.7	10.2	9.8	8.9	9.6	9.2	8.9	9.1	10.4	10.2

1982–1991 actual and 1992–1993 estimated based on 1991 medium-term plan (E/ICEF/1991/3).

FIGURE VII. Overhead ratio, 1982–1993

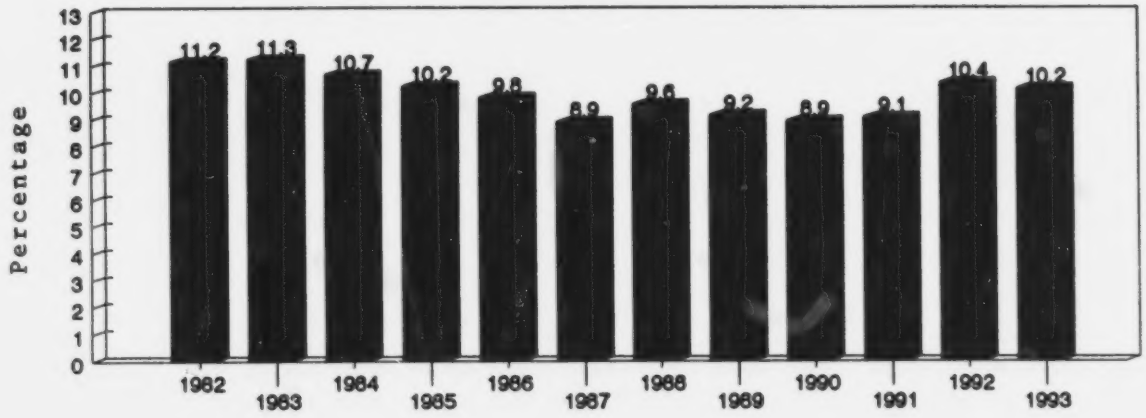

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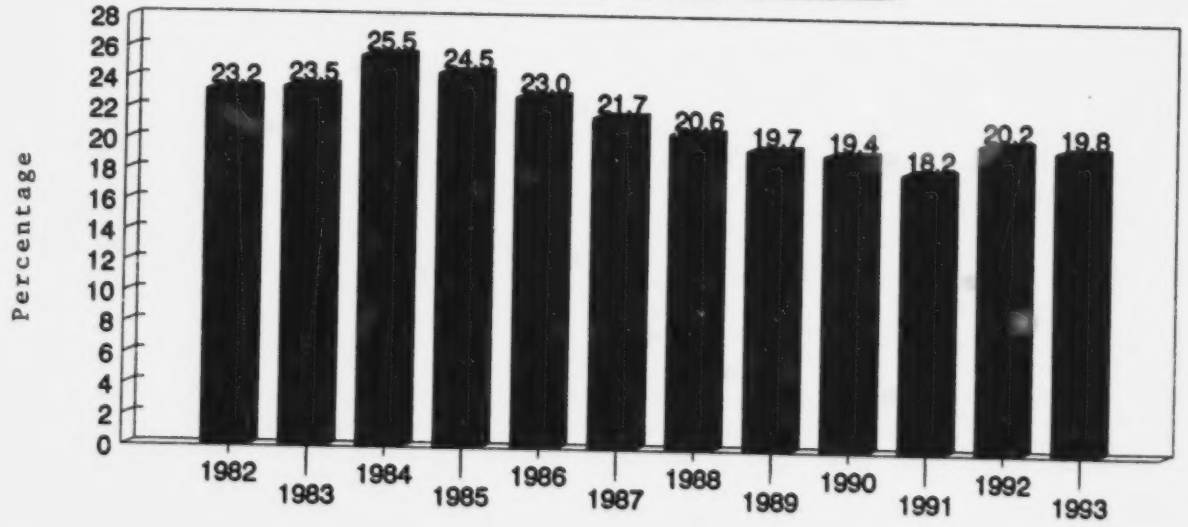
TABLE 5. Administrative budget ratio, 1982–1993

In millions of United States dollars	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Net budget	64.5	75.5	83.7	90.3	99.2	103.3	104.6	123.3	141.0	151.6	181.1	184.9
Total net expenditure	277.5	321.5	327.7	369.3	432.2	476.3	506.6	627.3	728.0	831.6	896.1	931.9
Administrative budget ratio (%)	23.2	23.5	25.5	24.5	23.0	21.7	20.6	19.7	19.4	18.2	20.2	19.8

1982–1991 actual and 1992–1993 estimated based on 1991 medium-term plan (E/ICEF/1991/3).

FIGURE VIII. Administrative budget ratio, 1982–1993



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II. CRITERIA FOR CORE POSTS AND PROJECT POSTS

37. The Executive Director proposes the following criteria for core and project posts.

A. Criteria for core posts

38. The basic core functions of any UNICEF office should be in the areas of representation/management, programme, operations and external relations.

39. A post is defined as core if the function of a post is to direct or head a UNICEF regional, country or sub-office in the field or to head a division or a section at headquarters; or if the function of a post involves management, control, supervision, information processing, administration, information fund-raising, advocacy, social mobilization, programme policy or programme planning and coordination. With this rationale, the posts of country representative and other key posts of programme coordination, operations and external relations are core posts in almost all cases. Exceptions could be made in unusual circumstances.

40. General Service posts in the above-mentioned areas should also be core posts.

B. Criteria for project posts

41. The first category of project functions should refer to technical support, expertise and services to plan, implement, monitor, evaluate, improve and strengthen programmes/projects. As such, project posts dealing with health, nutrition, water supply/sanitation and education programmes are an integral part of programme inputs for effective service delivery, along with supplies, the training of government staff or community people and cash assistance.

42. Project posts in this category should be established on the basis of programme needs and the staff costs charged to country programme budgets at the country level and to global funds at regional and headquarters offices. As such, there is a direct link between a project post and the specific project budget to which the post is charged.

43. In a five-year country programme, it is possible to establish a project post as part of the general resources budget for a five-year period. If a project post is to be financed from supplementary funds, donor agreement is required for the use of supplementary funds for that post, and the post can be established with the approval of the Budget Planning and Review Committee on the basis of availability of supplementary funds.

44. The second category should refer to project posts related to the 6 per cent recovery on supplementary funds (see para. 9 above). It should be

noted that while they are defined as project posts because of their funding source, these posts perform core functions.

45. The third category should refer to extrabudgetary project posts (see paras. 13 and 14 above). It should be noted that project posts financed from procurement services income perform core functions, while some other extrabudgetary posts for special activities perform project functions.

46. The fourth category should refer to posts in district sub-offices, i.e., sub-offices within a country that has a UNICEF core office in the capital. As has been the budget policy for many years, these posts should be financed from project funds as they are an integral part of the implementation of the area-based country programme.

47. General Service posts in the four above-mentioned areas should also be defined as project posts.

III. RECOMMENDATIONS AND IMPLICATIONS

A. Recommendations

48. The Executive Director recommends:

(a) That the criteria proposed for core and project posts should be approved by the Executive Board at its 1992 session;

(b) That the criteria should be applied consistently to all posts at headquarters and in the field;

(c) That the criteria should be used to make appropriate realignments of posts from project to core and from core to project in the upcoming budget review process and that realignments should be presented to the Executive Board in 1993 as part of the administrative and programme support budget and global funds programme budget.

49. The Executive Director further recommends the following: in reviewing the issues in the present paper, and in beginning the review of various divisions as part of the biennium budget process, it has become apparent that a reorganization of the advisory clusters of the Programme Division needs to be planned. To facilitate more effective management and coordination of advisory services at headquarters, it is proposed that for the 1994-1995 proposed budget, four or five well-defined clusters should be established. Although the planning process for this purpose is still under way, the clusters are likely to be in the areas of health, nutrition, education, water supply/environment/sanitation and an intersectoral cluster to include issues of women, urban child, etc.

50. The posts heading the programme clusters not only perform the technical advisory functions both at policy and programme levels based on their technical expertise and skills, but also perform management, administrative

and leadership functions for their respective clusters, including budget preparation and control, supervision of staff, preparation of work plans, coordination with other sections and representation of the respective clusters within the Programme Division with other parts of the organization, including country and regional offices, and in other key international circles and United Nations agencies.

51. With these core functions, the posts heading key clusters will be considered as core posts, while other technical posts in the clusters and reporting to the cluster head could be considered as project posts based on their project functions related to technical support in specific programme areas.

B. Implications

52. As mentioned earlier, a detailed review based on the criteria approved by the Executive Board will be undertaken in the context of the upcoming budget review exercise. An early indication based on the above criteria shows that their application to existing posts might involve the realignment of several dozen posts, but the net increase is expected to be small, with an increase of two core international Professional posts and a similar reduction of project posts.